

INTERVENTION

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GOALS OF TRAINING

- Increase awareness of problem indicators and risk factors
- Review strategies for intervention
- Identify the supervisor's role
- Identify resources for the supervisor and the employee

Intervention Defined

- Webster's Dictionary defines the word "intervene" as: "To come between so as to modify or hinder".
- Webster's Thesaurus defines "intervention" as "The act of intervening"; "interposition, mediation, intercession, interruption, breaking in, entrance in support of, entrance of a third party".

Helping vs. Enabling

- Helping is Short Term and Solution focused
- Enabling Prevents Facing Responsibilities and Consequences of Actions
- *You Can kill an Addict With Kindness!*

Goal of Intervention

- To motivate the employee/person to take action to improve performance, attendance or conduct
- To motivate the employee/person to seek assistance for a personal, emotional or medical problem that is causing undesirable consequences to him/herself or those around him/her.

Supervisor's Role

- Assign, monitor, review and appraise work and performance
- Set work schedules, deal with leave
- Take necessary corrective and disciplinary actions when performance or conduct problems surface
- Refer employees to EAP, and other resources, when appropriate

When and How to Intervene

1. When Employees Performance Deteriorates
2. Decline In Attendance
3. Conduct Issues- Behavior is Inappropriate, Odd, Threatening, Intimidating, Emotional Outbursts
4. Document, Document, Document

How To Properly Document Goals

S.M.A.R.T

- a. Be **S**pecific in Describing the Behavior You Want To See Changed
- b. Is It **M**easurable? Can Anyone Observe and Describe It The Same Way? What Do You Want to See Changed In The Employee?
- c. Is It **A**ttainable?
- d. Is It **R**ealistic To Expect Them To Do This?

Steps of Intervention

1. Know your employees
2. Deal with issues that arise in a timely fashion
3. Collect data – document what they did. In observable, measurable language
4. Set the meeting
5. Conduct the meeting
6. Follow-up

Step 1: Know your Employees

- Take time to get to know your employees
- Be aware of situations that seem severe, are escalating or are becoming chronic patterns
- Listen to other's expression of concern

Step 2: Deal with Issues in a Timely Fashion

- Ask questions
- Express concern
- Counsel along the way
- Be respectful
- Maintain appropriate confidentiality

Step 3: Collect and Plan Presentation of Data

- Consult with MER and EAP
- Document: Who, what, when and where and note your expectations
- Attack problems, not people
- Identify guidelines for the meeting
- Prepare yourself
- Be prepared to handle behaviors

Step 4: Set the Meeting

- When: Consider Timing of Presentation
- Where: Consider Privacy of Location
- Who Else Needs to be Involved?
- Take Any Special Precautions
- Eliminate Interruptions
- Give Employee Sufficient Notice of Meeting

Step 5: Conduct the Meeting

- Be Respectful
- Explain Purpose of Meeting
- Set any Guidelines that have been Determined

Conduct Meeting, cont.

- Describe...Behavior
- Express...Impact
- Specify...What You Want
- Consequences...If Change Does Not Occur

Conduct Meeting, cont.

- Recommend resources for assistance
- Review agreements
- Set follow-up

Step 6: Follow-up

- If indicated, set follow-up meetings
- Note progress
- Address lack of progress – be specific
- Clarify expectations
- If problem still exists, contact MER and EAP for further consultation

General Signs and Symptoms Indicating Need for Intervention or Referral to EAP

- Leave and attendance problems
- Performance problems
- Relationships at work
- Behavior at work

Specific Problem Areas

- Severe depression or indications of suicidal thinking or gestures
- Workplace violence
- Substance abuse
- Psychiatric instability
- Medical or medication related issues
- Others

What Good Is EAP Going To Do?

1. Deal with Personal Issues Affecting The Employee
2. Get Them To Discuss Frustrations With Co-Workers
3. Talk About Real Feelings Towards Supervisors
4. Identify Problems They Are Ashamed, Guilty, etc.
5. Problems Caused By Coworker They Are Afraid Of
6. Resolve Anger Issues
7. Addiction Problems- GADS
8. Problem Solve with the Individual To

Value of EAP

Early Intervention and timely problem resolution
Significantly reduce the range of costs due to troubled
Employees.

Expenses come from: Lateness, absenteeism, low
performance, co-worker conflicts, supervisor in
Training, Accidents, Errors, Grievances, Worker
Claims, Health care claims, legal actions, Hiring
Retraining